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AUTHOR Lueck, Lowell A.
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ABSTRACT

A bibliography containing about 135 annotated references to ERIC documents, higher education and related journal articles, and other materials containing long-range planning information of interest to higher education planners is presented. The main emphasis is on long-range planning in public four-year institutions of medium size (5,000-15,000), although much of the material would be relevant to planning in any higher education institution, as well as planning at the state and national level, in some cases. Ten subject areas are covered as follows: admissions/retention/articulation; campus/building planning; demography; faculty; institutional role and mission--self-study and academic program planning; management--quantitative approaches; planning--issues, theory, and general references; productivity and cost-benefit analysis; resource allocation and budgeting; and students. Separate listings are also included for the following: (1) ERIC/Higher Education Clearinghouse reports published by the American Association for Higher Education since 1972; (2) "New Directions for Higher Education" titles published since 1973; and (3) "New Directions for Institutional Research" titles published since 1974. ERIC document numbers have been included, when available, and an author index is included. (SW)

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A BIBLIOGRAPHY
OF HIGHER EDUCATION
LONG-RANGE PLANNING DOCUMENTS

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Lowell A. Lueck

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Institutional Research and Planning
Western Illinois University
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I. INTRODUCTION

This document is the result of several months of intensive study of ERIC documents, higher education and related journals, and other materials containing long-range planning information. The main emphasis is on long-range planning in public four-year institutions of medium size (5,000-15,000), although much of the material would be relevant to planning in any higher education institution, as well as planning at the state and national level in some cases.

ERIC document numbers have been included, when available, so the user of the bibliography can go to this source if the original document cannot be obtained.

The materials listed are not considered exhaustive of those published in the 1970's, but are cited because they include materials of interest to the researcher and that were available to him. No attempt has been made to assess the quality of the documents or to duplicate the work of bibliographers such as Halstead.[1] For those wanting more in-depth information on a particular subject, the Halstead volume would be recommended.

Section XII includes a listing of ERIC/Higher Education Clearinghouse reports published by the American Association for Higher Education since 1972. New Directions for Higher Education titles published since 1973 by Jossey-Bass on a quarterly basis and New Directions for Institutional Research titles published since 1974 are also included.

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[1]Halstead, D. Kent, editor, Higher Education Planning - A Bibliographic Handbook, NIE, U.S. Department of Health, Education, and Welfare, U.S. Government Printing Office, Washington, D.C., 1979, 539 pp.

II. ADMISSIONS/RETENTION/ARTICULATION

Astin, Alexander W. Preventing Students from Dropping Out. San Francisco: Jossey-Bass, 1975, 204 pp.

Drawing on his extensive research with entering freshmen, Astin conducted a follow-up in 1972 of 100,000 freshmen who entered college in 1968. Numerous variables were examined and implications of these in regard to attrition and retention are discussed. A prediction model that institutions may use to identify students who may drop out is also presented.

Bailey, Robert. Minority Admissions. Lexington, MA: Lexington Books, 1978,213 pp.

This book is a practical reference on academic admission requirements, predictions of student attrition and general problems of selection of minority students. A comprehensive discussion of minority student admissions is included along with extensive references to the Bakke case, including the brief presented by the University of California on the case.

Cope, Robert and Hannah, William. Revolving College Doors: The Causes and Consequences of Dropping Out, Stopping Out, and Transferring. New York: Wiley, 1975, 190 pp.

A comprehensive review of research on attrition/retention which includes case studies of several institutions and students to illustrate the problems involved in student attrition. Conclusions presented by the authors include the idea that dropping out, stopping out, etc., may not be harmful to the student or the institution.

Johnson, Russell H. and Chapman, David W. "An Assessment of College Recruitment Literature: Does the High School Senior Understand It?" Research in Higher Education, Vol. 11, No. r, 1979, pp. 309-319.

The reading difficulty of recruitment literature and the ability of the college-bound high school student to understand the terms used in this literature were studied. The 42 catalogs analyzed were quite often written at the reading level of an advanced college student or college graduate. The terms used were often unfamiliar to the high school students and no definitions were provided in most cases.

Litten, Larry H. "Marketing Higher Education - Benefits and Risks for the American Academic System." Journal of Higher Education, Vol. 51, No. 1, January/February 1980, pp. 40-59.

This article focuses on the implications that the development of academic marketing may have on higher education in the future. Historical emergence, peculiarities and risks and benefits of marketing are explored.

Pantages, Timothy and Creedon, Carol. "Studies of College Attrition." Review of Educational Research, Vol. 48, No. 1, Winter 1978, pp 49-101.

An exhaustive review of attrition/retention literature through the early 1970's. A wide range of student characteristics is discussed in relation to the literature. Program ideas to improve retention are included in their conclusions.

Tinto, Vincent. "Dropout from Higher Education: A Theoretical Synthesis of Recent Research." Review of Educational Research, Vol. 45, No.1, Winter 1975, pp.89-125.

Tinto presents a theoretical model of dropout behavior and a rather extensive review of the literature on dropouts. He notes the importance of distinguishing between academic dismissal and voluntary withdrawals.

III. CAMPUS/BUILDING PLANNING

Coons, Maggie and Milne, Margaret, Editors. Creating An Accessible Campus. Washington, D.C.: Association of Physical Plant Administrators of Universities and Colleges, 1978, 143 pp.

This guide to campus accessibility contains chapters on topics such as an overview of Section 504, a plan of action, the facilities inventory, designing for accessibility, instructional aids and resource utilization and funding sources. A useful aid for anyone working with handicapped accessibility.

Energy Management. Washington, D.C.: Energy Task Force - National Association of College and University Business Officers, 1976, 140 pp.

This manual was developed for use in energy mangement workshops involving the physical plant director and the chief business officer. It is an excellent source of information on many areas of energy management and includes sections on such topics as how energy is wasted, criteria for choosing energy management projects, analysis of purchased utilities, and demand control.

Hopf, Peter S. Designers Guide to OSHA. New York: McGraw-Hill Book Company, 1975, 289 pp.

This book lists the full text of the Occupational Safety and Health Standards. Illustrations of the sections of most frequent use to architects and engineers are provided. Information on how to appeal to the OSHA review commission is also included.

Sharry, John A., Editor. Life Safety Code Handbook. Boston, MA, National Fire Protection Association, 1978, 495 pp.

This document addresses the requirements that have a direct influence on safety and life in both new and existing structures. A useful guide for physical plant planners on college and university campuses who are responsible for the life safety code.

Vladeck, Bruce C. "Buildings and Budgets: The Overinvestment Crises." Change, Vol. 10, No. 11, December/January 1978-79, pp. 36-40.

This article explains the role of capital investment in the financial strain that many institutions are feeling today. Reasons for the often uncontrollable expenses encountered today are presented along with a prediction that these costs will increase unless institutions cut back on upkeep, close or sell some of these assets.

IV. DEMOGRAPHY

Current Population Reports. Washington, D.C.: U.S. Government Printing Office - U.S. Bureau of the Census.

This series of reports include a multitude of current and historical information on the size, composition, geographic distribution, characteristics and other facts about the U.S. population. See your regional U.S. Government documents librarian for information on specific titles.

Digest of Education Statistics. Washington, D.C.: U.S. Government Printing Office, National Center for Education Statistics, 1980.

This volume is produced annually and provides statistics on enrollments, degrees, institutions, faculty and finances. It is a useful reference for the institutional researcher and planner in higher education.

Minter, W. John. "Current Economic Trends in American Higher Education." Change, February 1979, Vol. 11, No. 1, pp. 19-25.

The first in a series of seven indicators of the current economic climate and prospects for higher education being developed by Minter Associates. Trends by type of institution are provided which indicate reduced rates of economic growth. Other progress reports in the series will be published periodically.

Projection of Education Statistics. Washington, D.C.: U.S. Government Printing Office, National Center for Education Statistics, 1980.

This annual publication projects 10 years ahead such data as enrollment, degrees, faculty, expenditures and student charges. Projections are based on past trends from census figures.

V. FACULTY

Andrew, Lloyd D. "Involving Faculty in Planning." Planning for Higher Education, Vol. 7, No. 4, February 1979, pp. 27-31.

The importance of faculty involvement in planning is set forth and illustrated through two case studies. One shows what not to do and the other describes a successful process. Suggestions for a successful planning process involving faculty are presented.

Baldridge, J. Victor and others. Policy Making and Effective Leadership. San Francisco: Jossey-Bass, 1978, 290 pp.

Results of surveys in 1971 and 1974, as well as seven case studies of institutions were used to analyze and describe developments in academic management and governance. The roles of faculty, styles of administrative leadership, functions of policy making bodies, unionization and state control were examined. Chapter 9 provides a somewhat pessimistic picture of current trends and future projections on academic management.

Brown, David G. "The Supreme Role of Faculty in Planning: Why and How?" Planning for Higher Education, Vol. 3, No. 3, June 1974, no page numbers.

This paper presents four roles of the academic planner and lists a number of ways to implement these roles. The list should be helpful to anyone wanting to increase the participation of faculty in the institutional planning effort.

Hull, Ronald E. and Wheeler, Daniel. "Retrenchment: Some Ideas for Understanding the Interpersonnel Process." Planning and Changing, Vol. 8, No. 4, Winter 1977, pp. 250-256.

This article describes some practical and impractical ways to approach administrative decisions on hiring and firing faculty members. Examples of positive and negative ways of handling retrenchment of faculty are presented.

Mann, William R. "Is the Tenure Controversy a Red Herring?' Journal of Higher Education, Vol. 44, No. 2, February 1973, pp. 85-94.

This article discusses some of the problems with tenure

in academe. Alternatives to the usual tenure approach are presented and discussed. The author, assuming the system will not change significantly, analyzes possible ways to deal with existing situation. Faculty development, early retirement and flexible ranks are some of the possible approaches suggested.

Nevison, Christopher H. "Effect of Tenure and Retirement Policies on the College Faculty - A Case Study Using Computer Simulation." Journal of Higher Education, Vol. 51, No.2, March/April 1980, pp. 150-166.

Using computer simulation, this article shows how retirement and tenure policies would be affected under varying conditions. The model allows a broad range of questions to be studied and should be applicable to other institutions of small or moderate size.

Ross, R. Danforth. "Faculty Qualifications and Collegiality: The Role of Influence in University Decision-making." Research in Higher Education, Vol. 6, No. 3, 1977, pp. 201-214.

This study, using a regression analysis, found strong support for the hypothesis that the qualifications of faculty members are positively related to their influence in decision-making.

VI. INSTITUTIONAL ROLE AND MISSION - SELF-STUDY AND ACADEMIC PROGRAM PLANNING

Anderson, Scarvia B. and Ball, Samuel. The Profession and Practice of Program Evaluation. San Francisco: Jossey-Bass, 1978, 252 pp.

The authors present an overview of the evaluation process using a fairly basic and conservative approach. A book that may be of help to those who are neophyte evaluators.

Brown, David G. "Criteria for Pruning Programs." Educational Record, Vol. 51, No. 4, Fall 1970, pp. 405-409.

The author provides some guidelines for the evaluation of programs and procedures that might be used to eliminate those that prove to be ineffective, inefficient or unproductive. He suggests that new ways to finance new enterprises must be found if traditional finances are reduced.

Cohn, Roy B. "To Be or Not to Be?: A Method for Evaluating Academic Support Units." Planning for Higher Education, Vol. 8, Special Issue, 1979, pp. 11-16.

This article deals with an evaluation strategy that can be used with academic support units to gauge their effectiveness. It is based on a questionnaire with 54 possible factors to consider.

Cranton, P. A. and Legge, L. H. "Program Evaluation in Higher Education." Journal of Higher Education, Vol. 49, No. 5, pp. 464-471.

An evaluation model is described which involves a pre-planning stage, a planning stage, the evaluation and a macro evaluation which summarizes and reviews the rusults.

Jones, Larry R. "An Historical Survey of Academic Planning Development." Planning for Higher Education, Vol. 7, No. 5, April 1979, pp. 21-27.

The author traces the origins of academic planning from the Middle Ages in Europe to the present. Contemporary academic planning is discussed in light of the increased requirements for planning and accountability.

Jones, Larry R. Critical Mass Academic Planning. Vancouver: The University of British Columbia, 1978, pp. ED 161 348.

Methods of academic resource planning for research oriented colleges and universities are explored. Critical mass modeling is defined and explained using a campus-wide process. Establishing priorities for academic program development is explained through an analysis of existing faculty expertise in instruction and research, and identification of other areas where the academic unit could provide instruction and research.

The Journal of Higher Education. March/April 1979, Vol. 50, No. 2.

This issue of The Journal of Higher Education is devoted to accreditation and includes 10 articles on accreditation, as well as a review essay of three monographs.

Karber, David J. and MacPhee, Donald A. "Planning for 1979 and Beyond: A Process for Studying Program Viability." Planning for Higher Education, Vol. 8, No. 3, March 1980, pp. 27-30.

This case study describes a strategy developed at California State University - Dominguez Hills to plan for future enrollemnts, resources, educational programs and faculty and staff appointments during a period of declining enrollments and resources. Program viability at levels 20 percent above and below the previous years level of enrollment was examined.

Kells, H. R. "Academic Planning: An Analysis of Case Experiences in the Collegiate Setting." Planning for Higher Education, Vol. 6, No. 2, October 1977, pp. 2-9.

The author explores the pitfalls and prerequisites for academic planning through a series of case experience descriptions. He then explains why the planning process succeeded or failed in each case. A number of helpful suggestions are presented for colleges about to embark on a new planning process.

Kells, H. R. "An Alternative Model for Self-Study in Higher Education." North Central Association Quarterly, Vol. 52, No. 2, Fall 1977, PP. 341-346.

The author presents an alternative to the usual self-study in higher education and describes its use in a college during the 1976-77 school year. The model is applicable to institutions that have recently reviewed their mission and goals statement or this review can be added as a first step in the process.

Kells, H.R. "Institutional Accreditation: New Forms of Self-Study." Educational Record, Vol. 53, No. 2, Spring 1972, pp. 143-156.

This article includes six self-study approaches that have been used in the Middle States region to zero in on current problems that are crucial to institutional survival.

Kells, H.R. Self-Study Processes: A Guide for Postsecondary Institutions. Washington, D.C.: American Council on Education, 1980, 131 pp.

This document was designed as a handbook for those who are involved in a self-study of a postsecondary institution. It can be used as a reference for administrators involved in planning or a reader-manual for workshops on self-study and accreditation.

Kells, H.R., and Kirkwood, Robert. "Institutional Self-Evaluation Processes." Educational Record, Vol. 60, No. 1, Winter 1979, pp. 25-45.

This article examines the self-study process in 208 institutions in the Middle States region. Strengths and weaknesses of the process are discussed and implications for improvement are presented.

Kieft, Raymond N. and others. A Handbook for Institutional Academic and Program Planning: From Idea to Implementation. Boulder, Colorado: NCHEMS -WICHE, 1978, 80 pp. ED 161 327.

A description of a comprehensive, program based, and long-range plan is presented. The focus is on program merit. Steps in the planning process from assessing needs through implementation and modification are discussed. A bibliography is included.

Kieft, Raymond N. Academic Planning: Four Institutional Case Studies. Boulder, Colorado: National Center for Higher Education Management Systems, 1978, 152 pp. ED 154 713.

These case studies are a part of a project to study intrainstitutional planning, management and evaluation. Institutions include Villa Marie College, Metropolitan Community College, West Virginia University, and Western Washington University. Descriptions of planning systems and activities are included from each of the institutions.

Peterson, Richard E. The Crisis of Purpose: Definition and Uses of Institutional Goals. Princeton, NJ.: Educational Testing Service, 1971, 13 pp.

This paper discusses institutional goals and presents definitions of the various terms used in conjunction with the development of goals. Research on goals, strategies to define goals, and the uses of institutional goals are discussed.

Peterson, Richard E. College Goals and the Challenge of Effectiveness. Princeton, NJ, Educational Testing Service, 1971, 17 pp.

This document reports on research on the Institutional Goals Inventory (IGI) conducted at ETS. Some notes on planning for effectiveness are presented, as well as ways of defining effectiveness. Included are suggestions on setting goals and program objectives.

Yeager, John L. and Morrow, Patricia. Academic Planning In Higher Education. Washington, D.C.: Academy for Educational Development, In., September 1974, 4 pp. ED 096 887.

The authors stress the primacy of academic planning in comprehensive long-range planning. Academic plans and support unit plans then need to be combined into an institutional plan. They stress that plans are a framework for decision-making and they need to be revised on a regular basis to meet changing conditions.

VII. MANAGEMENT - QUANTITATIVE APPROACHES

Baldridge, J. Victor, and Tierney, Michael L. New Approaches to Management. San Francisco: Jossey-Bass, 1979, 220 pp.

This book is concerned with the use of computerized data in decision-making. The authors surveyed 34 institutions which were recipients of grants to improve their management practices. More sqecifically, they examined the use of management information systems (MIS) and management by objectives (MBO). This is a positive book on how to use these two systems, although disadvantages as well as advantages are presented based on the experiences of the 34 institutions.

Diran, Kevin M. "Management Information Systems: The Human Factor." Journal of Higher Education, Vol. 49, No. 3, May/June 1978, pp. 273-282.

This article describes the design and implementation of the Delta Planning System (DPS) at Metro College. It was designed as a planning, budgetary and evaluation system of a very advanced design. Human factors involved in the failure of the system are examined and discussed.

Gubasta, Joseph L. and Kaufman, Norman. "Developing Information for Academic Management: An Alternative to Computer-Based Systems." Journal of Higher Education. Vol. 48, No. 4, July/August 1977, pp. 401-411.

By placing the needs of the decision-makers before those of the systems developers, a process for data collection, evaluation, analysis and interpretation that precede the computer-based system is outlined. The author argues for a process that combines automated systems with efforts to understand the data base resulting in a better understanding of the information generated.

Hillman, Eric A. Information Strategies for an Institutional Planning Process. A paper presented at the Annual Forum of the Association for Institutional Research.

This paper outlines the information needed to support components of the comprehensive planning process in relation to the intent, committment and knowledge of those involved. A practical example of such a process at Calgary University is presented.

Kemerer, Frank R. and Satryb, Ronald P. Editors. Facing Financial Exigency: Strategies for Educational Administrators. Lexington, MA: D.C. Heath and Company, 1977, 137 pp.

This book is designed for educational administrators responsible for personnel, physical plant and equipment. It includes nine chapters by a variety of administrators, consultants and researchers in higher education. Contributors include George W. Angell, J. Victor Baldridge and James Farmer.

Mann, Richard L. and Thomas, Charles R., Editors. The Managerial Revolution in Higher Education: The Role of Information Systems - The Proceedings of The 1976 CAUSE National Conference. Boulder, Colorado: College and University Systems Exchange, December 1976, 709 pp. ED 146 886.

This document includes twelve papers which are described under ERIC numbers ED 146 942 through ED 146 953. The individual documents are not available through ERIC but can be purchased, at cost, through College and University Systems Exchange, 737 Twenty-Ninth Street in Boulder. Topics include: (1) Cost Reduction in University Information Systems; (2) The Humanity in MIS; (3) Information Systems for University Planning; (4) Management Involvement in the Ohio Board of Regents' Uniform Information System: A Case Study; (5) Management Needs for Computer Support; (6) Management Reporting: An Application for Computer Graphics, (7) Networking Evolution of a Computer Network for Higher Education in West Virginia; (8) The "Packaged" Approach to MIS: HEP's vs. NCHEMS; (9) Participative Management: Its Place in Effectively Planning and Allocating on Institution's Data Processing Resources; (10) Rationalizing MIS Costs; (11) Security and Privacy at a Public University; and (12) Trends in Education Data Bases: Present and Future Applications and Capabilities.

Morrisseau, James J. "Simulation Models in Higher Education." Planning for Higher Education, Vol. 2, No. 3, June 1973, no page numbers.

This article is derived from the 1973 SCUP conference in Washington, D.C. on simulation models. The discussion includes words of caution to those using models, characteristics of a useful model, and potential problems in using models.

Palola, Ernest G., and others. Program Effectiveness and Related Costs (PERC): An Overview. Saratoga Springs, N.Y.: Empire State College, August 1975, 45 pp., ED 115 195.

The authors describe an evaluation model based on various effectiveness measures and their related costs. The PERC model shows the tasks that must be completed to build relationships between program effectiveness and related costs using outcomes, costs, students, learning programs and faculty.

Parker, John D. and Gardner, Don E. Information Will Not Make You Well. Tempe, AZ: Arizona State University, ED 161 367, 16 pp.

The authors contend that higher education institutions are not managed but are administered. They provide two case studies to illustrate that decisions in higher education are predominately political rather than managerial. Comparisons of the purposes and characteristics of administrative (political) information used in decision-making are contrasted with management information. They conclude that higher education would be better served if resources were directed less toward administrative information systems to respond to political pressures.

Smith, Glynton and Strickland, Wayne G. "Moving 'Live' Information to the Constituencies." Planning for Higher Education, Vol. 8, No. 1, Fall 1979, pp. 28-32.

Using a people oriented approach, the authors present a concept for developing a fact book that emphasizes information relevant to different publics in a higher education institution. It stresses the usefulness of the fact book in moving information to the constituencies.

Wager, J. James. "Hierarchial Management Information Systems: A Decentralized Approach to University Administration." College and University, Vol. 53, No. 1, Fall 1977, pp. 65-77.

The hierarchical MIS described in this article would provide decision-making as well as operational information to all groups of the institution in a timely and predictable manner according to the author. Under the system operational responsibility for entering, maintaining and receiving data would be in the hands of the user with the central facility responsible for system maintenance and coordination.

Wartgow, Jerome F. "Computer Simulation: Panacea or Headache?" Planning for Higher Education, Vol 1, No. 2/4, October 1972, no page numbers.

The author conducted a study, using semi-structured interviews, to identify the extent of use of simulation models and the problems involved. Problems encountered by the institutions in the study and the recommendations of the

author should be helpful reading for anyone contemplating the use of simulation models.

Wilson, Richard F. Linking Academic Planning to Decision Making. A paper presented at the Annual Forum of the Association for Institutional Research (Houston: May 1978), 20 pp. ED 154 748.

To increase the use and resulting impact of the planning process, the author suggests planning become an integral part of the perspective of decision-makers. Timely information that focuses on and gives purpose to institutional and unit aspirations is suggested.

Zemsky, Robert and Associates. "Can Colleges Control Enrollment?" Educational Record, Vol. 61, No. 1, Winter 1980, pp. 1--15.

This article discusses a model that will allow colleges and universities to compare the size of their programs against regional projections. A planning model that could be used by the institution on an interactive terminal to test the feasibility and financial risk of alternate enrollment plans is also suggested. The model has been developed by the Higher Education Finance Research Institute in cooperation with the College Board.

VIII. PLANNING - ISSUES, THEORY AND GENERAL REFERENCES

Anderson, Jerry M., and Adams, W. Sam. "A Process for Comprehensive Institutional Planning: A Public University Model." North Central Association Quarterly, Vol. 53, No. 2, Fall 1978, pp. 327-333.

The authors describe the elements of the planning process which include a master plan and projections into the future. Resource allocation and reallocation are considered and the entire process is illustrated using the University of Wisconsin-Oshkosh as the model.

Baer, William J. Long Range Planning: An Institutional Priority. Bloomington: Indiana University, 1979, ED 172 093.

The author provides an overview of the importance of long-range planning, its components, the process (cyclical), and some limitations of long-range planning. He then applies these concepts to the student personnel role in higher education.

Bennis, Warren G., Benne, K.D., and Chin, Robert, editors. The Planning of Change. New York: Holt, Rinehart and Winston, 1976, 517 pp.

This book provides a history of strategies for social change, explores the meaning and use of systems models, deals with intervention modes and explores the dilemmas in respect to the directions, goals and moral/ethical principles contained in decision-making and program orientations.

Bowen, Howard. "Some Reflections on the Current Position and Future Outlook of American Higher Education." NASPA Journal, Vol. 16, No. 1, Summer 1978, pp. 4-10.

This article offers an appraisal of the current and future position of higher education. Topics include outcomes, the public attitude toward higher education, financial trends, rising costs, the job market and demography. A fairly positive essay even though many aspects of the future appear uncertain to the author.

Cigler, Beverly A. "Management by Objectives: Practice, Pitfalls and Utility for Small Colleges." Planning for Higher Education, Vol. 7, No. 5, April 1979, pp. 1-7.

This review of MBO in the small college setting focuses on academic division planning. Advantages of MBO are listed as well as some common pitfalls in its use. These can be applied to institutions of any size and should be helpful to anyone considering adoption of MBO in their institution.

Enarson, Harold L. "The Art of Planning." Educational Record, Vol. 56, No. 3, Summer 1975, pp. 170-174.

This essay describes some errors that prevent good planning. Enarson states that many administrators become bogged down in the "techniques and tools" of their trade, and as a result lose sight of the real problems and goals of the institution. He also indicated he could recall few reports that either directly or indirectly contributed to the "decision making process."

Eurich, Alvin C., and Tickton, S. G. Long-Range Planning and Budgeting at Colleges and Universities. Washington, C.C.: Academy for Educational Development, Inc., 1972, 19 pp., ED 071 621.

The authors argue for the need to plan and describe the characteristics of an adequate plan, as well as the primary steps in the process. A basic primer in long-range planning for higher education.

Fenske, Robert H., and Staskey, Paul J., editors. Research and Planning for Higher Education. Flagstaff, Arizona: Association for Institutional Research, 1978, 237 pp.

This collection of papers constitute the proceedings of the 17th Annual Forum of AIR in Mo ntreal and include a number of papers in such areas of planning as organizational analysis, finance and resource allocation, program and outcome analysis, modeling, evaluation and studies of faculty and students.

Fuerst, Joel M. Recipe for Survival: Two Parts Planning, One Part Process, One Part System. Doctoral dissertation, Illinois State University, December 1979, 179 pp.

This study investigated the nature of current long-range planning at two public four-year colleges in Illinois. A questionnaire was distributed to trustees, faculty and administrators with trustees and administrators having a higher perception of the current level of planning than did the faculty. Present activities were considered "reactive" rather than "proactive" with a large gap between the present state of the planning process versus where it should be.

A Futures Creating Paradigm: A Guide to Long-Range Planning from the Future to the Future. Washington, D.C.: American Association of State Colleges and Universities-Resource Center for Planned Change, 1978, 87 pp.

This manual sets forth the ten planning stages in the planning paradigm. Each stage is discussed and planning procedures are described in detail. A model is then presented to illustrate each stage. The structure of the planning process and the participants are not prescribed, although the process will accommodate many participants.

Gaither, Gerald H. "The Imperative to Plan in Higher Education." North Central Association Quarterly, Vol. 52, No. 2, Fall 1977, pp. 347-355.

The author discusses planning in general in higher education and then presents a model for planning which includes suggested activities and a proposed calendar of events.

Grindlay, Andrew. "True Confessions of an Erstwhile University Planner." Planning for Higher Education, Vol. 8, No. 3, March 1980, pp. 11-14.

This article describes planning and then discusses ways to accomplish the process based on experiences at the University of Western Ontario. It concludes with reasons why an institution of higher education should plan.

Groves, Roderick T. "Program Review in a Multi-level State Governance System: The Case of Illinois." Planning for Higher Education, Vol. 8, No. 1, Fall 1979, pp. 1-9.

A description of the academic program review process as it evolved in the 1970's in Illinois is presented. The author points out that budgetary savings resulting from the process are small since programs that are eliminated are usually low budget already. The use of reviews in the orderly planning and development of new programs and options is noted.

Halstead, D.K. Statewide Planning in Higher Education. Washington, D.C.: U.S. Government Printing Office, 1974, 812 pp.

This handbook stresses major planning problems and their solutions at the state level, although the material is a valuable reference for others engaged in planning. The chapters include discussions of such topics as space management, campus planning, finances and budgeting. Appendices include methods for projecting enrollments and a method of index construction for higher education prices.

Hansen, Valerie R. "Planning Through a Decentralized Process - Case Study: University of Wisconsin - Stout." Planning for Higher Education, Vol. 7, No. 6, June 1979, pp. 15-18.

This paper describes the planning process as it evolved at Stout over a three-year period. The author offers a point-of-view on the context for planning, its direction, development, implementation, and review and revision. Five planning principles applicable to any institution are described.

Johnston, A. P., and McNamara, James F., editors. Planning Perspectives for Higher Education. New York: MSS Information Corporation, 1975, 287 pp.

This document contains a collection of previously published journal articles on the theory, practice and research of planning. Their purpose is to get the reader to think and act rather than provide solutions to problems. Authors include Amitai Etzioni and Chris Argyris, among others.

Kells, H. R. "The Purposes and Legacy of Effective Self-Study Process: Enhancing the Study-Planning Cycle." The Journal of Higher Education, Vol. 51, No. 4, July/August, pp. 439-447.

This paper reviews some of the thinking on self-study that has been prevalent in recent years and explores the interdependence of self-evaluation and planning. A study-planning cycle that includes two self-study and two planning processes over a ten-year period is suggested as a desirable approach to producing effective planning.

Kieft, R. N., Armijo, F., and Bucklew, N. S. A Handbook for Institutional Academic and Program Planning: From Idea to Implementation. Boulder, Colorado: National Center for Higher Education Management Systems, 1978, 67 pp.

This handbook emphasizes the participation of the various constituencies in the long-range planning process. It conceptualizes the process as being comprehensive, program based and long-range. It also emphasizes the daily process of planning and a need to combine planning and resource allocation into the planning system.

King, William R., and Cleland, David I. Strategic Planning and Policy. New York: Van Nostrand Reinhold Co., 1978, 374 pp.

This text, especially Chapter I, provides a useful discussion on strategic planning from the standpoint of management in a modern business organization.

Lasher, William F. "The Comprehensive Institutional Planning Process and the Role of Information In it." Planning for Higher Education, Vol. 6, No. 4, February 1978, no page numbers.

The author defines comprehensive planning and describes its characteristics, the essential components, information needed to support the process and the types of planning structures. The importance of planning staff is coordinating and facilitating the planning process is emphasized.

Mayhew, Lewis B. "The Steady Seventies." Journal of Higher Education, Vol. 45, No. 3, March 1974, pp. 163-173.

The predictions presented in this article appear to have become reality in many cases. Job preservation, a search for new markets, fear of technological change, and mutual suspicion of faculty and administrators are cited. Some alternatives are suggested that are as relevant now as they might have been when the article was written.

Mims, R. Sue. Facilitating Pervasive Planning: Multi-Level Institutional Planning. AIR Forum paper, May 1979, 48 pp., ED 174 127.

This paper describes ways in which planning can be enhanced across levels with an emphasis on human planning behavior. The planning histories of the University of Michigan, the University of Minnesota and the University of Pennsylvania are briefed.

Morrisseau, James J. "For Planners, That Sinking Feeling." Planning for Higher Education, Vol. 2, No. 5, October 1973, no page numbers.

This article discusses some of the highlights of the SCUP 8 Conference in Toronto. Fluctuating enrollments, a need to redefine institutional roles, cooperation among institutions and a need for better communication within institutions were argued.

Munger, Paul D., and Priest, Douglas M. "Planning the Integration of Nontraditional and Traditional Postsecondary Education." Planning for Higher Education, Vol.7, No. 4, February 1979, pp 14-20.

This paper stresses the importance of preparation for an increased emphasis on nontraditional education and the need to be aware of the attendant costs and changes involved in a shift to these programs. The authors propose a measurement tool for obtaining certain basic data needed for planning, along with a model for projecting long-term enrollments.

Neff, Charles B. "Planning and Governance." Journal of Higher Education, Vol. 42, No. 2, February 1971, pp. 116-132.

This paper proposes a representative planning council with some control over resource allocation as one style of governance. A rolling plan and individual planning is also suggested as worthy of investigation, according to the author.

Parekh, Satish B. Long-Range Planning. New Rochelle, N.Y.: Change Magazine Press, 1975, 77 pp. and 10 model planning questionnaires.

This planning "kit" is designed to move the process of planning from plan to implementation. It outlines the process through a series of matrices on mission, goals, responsibilities, activities and the resource plan. Many helpful ideas on the planning process can be gleaned from this book and the questionnaires.

Patterson, Franklin. "Institutional Planning in the Context of Change." Planning for Higher Education, Vol. 6, No. 1, August 1977, pp. 7-8.

A discussion of requirements that planning must meet in an era of change. The pessimistic view of education and society, long term trends and possibilities for optimism that will depend in part on institutional planners are presented.

Pfnister, Allan O. Planning for Higher Education: Background and Application. Boulder, Colorado: Westview Press, 1976, 354 pp.

This book provides a background for planning by introducing each of the five chapters with a scene from the life of a new dean. The topics include student enrollment, student characteristics, governance of universities. the curriculum, and financing. Over 800 references are listed which increases the value of the book for those interested in pursuing a topic in more detail.

Planning Universities. Columbus, Ohio: Ohio Board of Regents, July 1973, 96 pp., ED 096 877.

This is a planning manual developed by the Ohio Board of Regents to assist schools in developing their planning process or to make refinements in an existing process. The manual includes a review of planning, organization of planning, prerequisites to successful planning, centralization versus decentralization, and products of the planning process.

Poland, William, and Arns, Robert G. "Characteristics of Successful Planning Activities." Planning for Higher Education, Vol. 7, No. 3, December 1978, pp. 1-6.

Factors leading to dissatisfaction with the planning process are listed and obstacles to successful planning are set forth. The authors then propose a group of minimum characteristics that can be applied to other planning systems. An example of the process using a program review is presented.

Porter, Randall, and Oedel, Laura P. "Decentralized Planning: To Share Responsibility." Educational Record. Vol. 59, No. 3, Summer 1978, pp. 229-253.

The authors report the advantages and disadvantages of decentralized planning and management at the University of Pennsylvania, an experiment based on the concept that a university is too complex for effective centralized control.

Poulton, Nick L., "Comparing Perceived Outcomes of Different Planning Activities." Kalamazoo, Michigan: Office of University Planning, Western Michigan University, May 1978, 16 pp., ED 161 344.

This paper addresses the question of whether planning techniques make a difference and studied planning in several large research institutions. Master plans, resource allocation and program evaluation documents were used in the study with the master plans and resource allocation documents the tools of central administration, while program evaluation had the most impact on departments.

Richardson, Richard C., and others. The Need for Institutional Planning. Washington, D.C., ERIC/Higher Education Research Currents, American Association for Higher Education, September 1977, 5 pp., ED 144 511.

The authors argue that a failure to plan may result in the imposition of state level requirements. The characteristics of the planning process include basic information and various quantitative analytic tools, including sophisticated computer models. Includes a bibliography in addition to the discussion.

Salloway, Shirley E., "Centralized Comprehensive Planning in Institutions of Higher Education." Doctoral dissertation, The University of Alabama, 1978, 276 pp.

This study presents information on the status of planning at public four-year institutions and delineates the essential components of an ideal centralized compre-

hensive planning unit. Includes a fairly extensive review of the literature and definitions of planning terms.

Salloway, Shirley E., and Tack, Martha W. "Comprehensive Planning: An Organizational Approach." Planning for Higher Education, Vol. 7, No. 2, October 1978, pp. 1-7.

This article describes the status of planning efforts at public four-year institutions of 15,000 or more students and identifies the components of an "ideal" centralized comprehensive planning unit. This article is derived from a doctoral dissertation by Salloway, (See preceding annotation).

Shuck, Emerson C. "The New Planning and an Old Pragmatism." Journal of Higher Education. Vol. 48, No. 5, September/October 1977, pp. 594-602.

In this commentary the author compares long-range planning to religion and cautions the followers of this new religion not to substitute a ritual for wisdom. An entertaining and thought provoking paper.

Zemsky, Robert, Porter, Randall, and Oedel, Laura P. "Decentralized Planning: To Share Responsibility." Educational Record, Vol. 59, No. 3, Summer 1978, pp. 229-252.

The authors advocate a form of decentralized planning, (responsibility center management) as it was tried over a five-year period at the University of Pennsylvania. Advantages and disadvantages of this approach are revealed.

IX. PRODUCTIVITY AND COST - BENEFIT ANALYSIS

Adams, Carl R., Hankins, Russell L. and Schroeder, Roger G. A Study of Cost Analysis in Higher Education - The Literature of Cost and Cost Analysis in Higher Education. Washington, D.C.: American Council on Education, Vol. 1, 1978, 158 pp.

This volume, the first of four in a series, provides a literature search on the history of costing. It was conducted around 1975 so would not provide references after that date.

Adams, Carl R., Hankins, Russell L., and Schroeder, Roger G. A Study of Cost Analysis in Higher Education - The Production and Use of Cost Analysis in Institutions of Higher Education. Washington, D.C.: American Council on Education, Vol. 2, 1978, 186 pp.

This volume, the second in a series of four, presents the results of 17 visits to institutions and four visits to state higher education agencies, as well as a mail survey conducted in 1975. The visits and survey were designed to learn about current costing practices and the results are reported in this volume.

Adams, Carl R., editor. A Study of Cost Analysis in Higher Education - Site Visit Descriptions of Costing Systems and Their Use in Higher Education. Washington, D.C.: American Council on Education, Vol. 3, 1978, 267 pp.

This volume provides a description of site visits made to 17 institutions in four states. States included in the study were Colorado, Florida, Michigan and Ohio. The costing systems used in the institutions are described and the uses of the data generated are explored.

Adams, Carl R., Hankins, Russell L., and Schroeder, Roger G. A Study of Cost Analysis in Higher Education - The Future Use of Cost Analysis in Higher Education. Washington, D.C.: American Council on Education, Vol. 4, 1978, 139 pp.

A delphi survey conducted in 1976 is reported in this volume. It reveals a concensus that external demands on institutions will increase in the future. Most also felt that state and federal requirements for costing seldom provided useful data for internal management.

Gambino, Anthony J. Planning and Control in Higher Education. New York: National Association of Accountants, 1979, 115 pp.

This monograph examines costing concepts for higher education, planning and budgeting, PPBS and zero-base budgeting, and accountability. All of these are presented with many examples from NACUBO and NCHEMS materials.

Robinson, Daniel D. and others. "Cost Behavior Analysis for Planning in Higher Education." Washington, D.C., NACUBO Professional File, Vol. 9, No. 5, May 1977, 63 pp. ED 143 246.

The need to consider alternative means of providing educational services within available resources is examined in this paper. It describes the process of analyzing the behavior of costs and revenues in higher education and the problems involved in projecting the cost of alternatives.

Shirley, Robert C., and Volkwein, J. Fredericks. "Establishing Academic Program Priorities." Journal of Higher Education, Vol. 49, No. 5, September/October 1978, pp. 473-488.

External and internal factors that affect the decisions on priorities are illustrated in this article by the use of three case studies. The considerations involved in combining budgetary decisions with previous decisions are also identified.

X. RESOURCE ALLOCATION AND BUDGETING

Alfred, Richard L., editor. New Directions for Community Colleges - Coping With Reduced Resources. San Francisco: Jossey-Bass, No. 22, Summer 1978, 102 pp.

This issue of New Directions concentrates on the issue of reduction in a period of declining enrollments. Nine contributors join with the editor in focusing on such items as finances from a local, state and national perspective, responses of individual institutions in regard to staff, program and service reductions. Although this is geared to the two year college, institutions at other levels could benefit from their experiences.

Alm, Kent G., Ehrle, Elwood B. and Webster, Bill R. "Managing Faculty Reductions." Journal of Higher Education, Vol. 48, No. 2, March/April 1977, pp. 153-163.

Drawing from their five years of enrollment decline experience, the authors describe the process for reducing faculty positions in a public four-year institution. The use of staffing projections, a decentralized personnel planning process and a balance of academic and administrative reductions are explained, along eith coping maneuvers and suggestions based on their experience.

Brown, Sidney E., and Reeves, Paschal. "Allocation of Resources." Planning and Changing, Vol. 9, No. 1, Spring 1978, pp. 50-54.

The author describes a contingency fund plan at the University of Georgia which allows certain funds generated from lapses to be re-budgeted. He also describes the zero-base budgeting system adopted during the governorship of Jimmy Carter.

Cantlon, John E. "The Threat of Efficiency." Planning for Higher Education, Vol. 3, No. 5, October 1974, no page numbers.

The author describes some of the erroneous means of increasing efficiency found in higher education. He then pursues some of the problems encountered in pursuing effiency and finally lists fourteen actions that have been tried at Michigan State. These included such things as departmental reviews, central monitoring of course and program proliferation, cost comparisons among institutions, position control at the provost's level and joint appointments.

ERIC Abstracts: A Collection of ERIC Document Resumes on Planning, Programming, Budgeting Systems. Eugene, Oregon, ERIC Clearinghouse on Educational Management, University of Oregon - ERIC Abstracts, No. 25, 1973, 23 pp., ED 084 648.

A collection of abstracts of ERIC documents from the late 1960's and early 1970's based on the key terms "Program Budgeting," Program Planning," and "Systems Approach." A number of the references include bibliographies on PPBS.

Flaig, Herbert. "The Budgetary and Planning Options for Higher Education in a Period of Contraction." Planning for Higher Education, Vol. 8, No. 1, 1979, pp. 20-27.

The author discusses the need for planning in a time of declining enrollments. Some of the problems inherent in the planning process, defining a mission, human and economic factors, a planning model, input and output indicators, the link between budgeting and planning and a hierarchy of objectives, are discussed.

Guide to Planning and Budgeting. Denton, TX: North Texas State University, March 1978, 147 pp., ED 153 533.

A guide developed for a pilot study of 20 departments asked to develop five year plans for 1979-84, and also annual plans and budgets for FY 1980 and future biennia. Background information for planning and budgeting is provided as well as an outline of the process. Examples and suggestions include NTSU's mission and goals, planning assumptions, program structure, and program plans and priorities.

Haas, Raymond M. "Integrating Academic, Fiscal, and Facilities Planning." Planning for Higher Education, Vol. 5, No. 5, October 1976, no page numbers.

The author proposes a coordinative role for the planning office. Using as an example, West Virginia University, he explains the organization of the planning office, the planning tools, the scheduling of planning activities, quality control functions and the need for regularly scheduled planning which results in the allocation, reallocation, and effective use of resources within the institution.

Harvey, L. James. Zero Base Budgeting in Colleges and Universities. Littleton, Colorado, Ireland Educational Corporation, 1977, 51 pp.

This document presents an overview of ZBB and can be used to understand how to implement ZBB in a postsecondary institution and how ZBB relates to other management systems. Reasons why ZBB may fail and people problems are discussed.

Hentschke, Guilbert C. "Is Zero-Based Budgeting Different From Planning - Programming - Budgeting Systems?" Planning and Changing, Vol. 8, No. 2-3, Summer-Fall 1977, pp. 128-139.

The author compares zero-based budgeting (ZBB) and planning - programming - budgeting systems (PPBS) and conjectures that the problems that have affected PPBS may also affect ZBB. Although the article is oriented toward elementary and secondary school districts, much of the material applies just as easily to higher education.

Hoenack, Stephen A., and Norman, Alfred L. "Incentives and Resource Allocation in Universities." Journal of Higher Education, Vol. 45, No. 1, January 1974, pp. 21-37.

This article suggests the use of a decentralized market mechanism (DMM) to solve concurrently the issues of how to evaluate alternative programs and allocate resources according to value. The authors see this as a way to cause "public utility" universities to make more serious attempts at expanding their service markets and thus reach new and perhaps different clientele.

Hussain, K. M. Institutional Resource Allocation Model in Higher Education. Paris: Organization for Economic Cooperation and Development, 1976, 400 pp. ED 138 216.

This volume covers the design and implementation of resource allocation models for institutions of higher education. Part one includes a description of these models (i.e., CAMPUS, RRPM, HIS, MSAR, & TUSS). Part Two examines the concept of planning, programming budgeting systems in relation to the models in Part One. Part Three is devoted to the implementation of models while Part Four includes a summary and conclusions.

Kaiser, Harvey H. Reduction Planning in an Era of Declining Resources. Washington, D.C.: National Association of College and University Business Officers, September 1976, 12 pp., ED 136 639.

This paper covers the basic concepts of reduction planning, the actions necessary to prepare for reduction planning and the alternative actions needed to achieve these reductions in physical resources. Specific activities at Syracuse University are used for examples.

Mandel, Jerry E., and Hellweg, Susan A. "A Response to Increasing Faculty Resource Contraints: The Development of Umbrella Academic Programs and New Curricular Aggregates from Existing Instructional Resources." Planning for Higher Education, Vol. 7, No. 6, June 1979, pp. 19-22.

This paper discusses two curricular planning strategies which provide for academic growth in an era of budgetary restraints. One strategy involves the creative reorganization and utilization of resources using an interdisciplinary framework. The second combines existing courses with a minimum of new courses under an interdisciplinary framework.

Matthews, Kenneth M. Planning for Program Budgeting. Atlanta, Georgia: University of Georgia, October 1978, 13 pp., ED 114 915.

This paper describes program budgeting and the assumptions underlying the system. Techniques for realizing the potential of the system are described, as are some problems associated with instituting PPBS. A short bibliography of relevant publications is included.

Mayhew, Lewis B. Surviving the Eighties. San Francisco: Jossey-Bass, 1979, 350 pp.

This book is concerned with survival of institutions under a no-growth or decline situation. Although aimed at private institutions, the recommendations will also apply to public institutions. The author urges more attention be given to planning and, concurrently, the unique mission of the institution. An appendix lists 69 ways to increase income and 250 ways to decrease expenditures.

Millett, John D. Resource Reallocation in Research Universities. Washington, D.C.: Academy for Educatinnal Development, Inc., 1973,35 pp.

Experiences of five research universities, four private and one public, as they were suddenly faced with a need to reallocate resources in the early 1970's are examined and critiqued in this report. Their successes and failures can be enlightening for almost any institution, and provide some background experience for selecting appropriate alternatives when facing a similar situation.

Moore, Michael A. "On Launching into Exigency Planning." Journal of Higher Education, Vol. 49, No. 6, November/December 1978, pp. 620-638.

This article uses the experiences of a task force on contingency planning at Bowling Green State University to illustrate the dynamics of the process. The need for support networks of important individuals and groups is stressed. Lessons for others contemplating contingency planning are presented.

Moss, Charles E., and Gaither, Gerald H. "Formula Budgeting-Requiem or Rennaissance." Journal of Higher Education, Vol. 47, No. 5, September/October 1976, pp. 543-563.

The concept of formula funding is examined in this article which traces the development and current status of formula funding. Future trends are suggested as are refinements that may be needed to make them more flexible.

Newton, Robert D. PPBS in Higher Education: The Impossible Dream? University Park, Pennsylvania: Center for the Study of Higher Education, October 1976, 21 pp., ED 140 719.

This paper examines the source of PPBS and analyzes some of its problems along with reasons for its failure in higher education. The need for a meaningful planning process to accompany PPBS is discussed and prospects for the future are suggested.

Nwagbaroacha, Joel O. Program Planning Budgeting System (PPBS). Washington, D.C.: Institute for Services to Education, Inc. and Technical Assistance Consortium to Improve College Services, 1975, 134 pp., ED 125 495.

This publication highlights the following topics: (1) How the PPBS program structure of a college could be developed; (2) The output measures, parameters, or indicators that are most appropriate and how they could be organized; (3) What kind of analyses are appropriate for a college setting; and (4) The likely strategies for development of an operational PPBS.

Robl, Richard M., Karman, T.A., and Boggs, J.H. "Quality and Vitality Through Reallocation: A Case History." Planning for Higher Education, Vol. 5, No. 5, October 1976, no page numbers.

This article describes the planning model developed at Oklahoma State University which emphasizes quality and vitality. All units evaluate the relative merit of their programs and a portion of each years' budget is set aside for "excellence monies." These incentive funds are then redistributed to fund special programs intended to bring national recognition and special priority programs, either new or modified.

Sprenger, Joanne M., and Schultz, Raymond E. "Staff Reduction Policies." College Management, Vol. 9, No. 5, May 1974, pp. 22-23.

The authors report the results of a study on staff reduction policies at 163 institutions in 14 states between 1971 and 1974. Reasons for the reduction, procedures for reducing staff, recommended procedures and other considerations are presented.

Tucker, John M. "Coping with the Squeeze of the New Seller's Market." Management Controls, Vol. 24, No. 5, September-October 1977, pp. 4-7.

The author suggests ways to maintain a stable enrollment and some adjustments that need to be made to survive in a declining market. Some warning signals of problems in admissions, records, student aid, academics and the balance sheet are suggested.

Turk, Fred J. "Cost Behavior Analysis: A Road Map of the Uncertain Future." Management Controls, Vol. 24, No. 5, September-October 1977, pp. 17-20.

This article concentrates on the use of costs in the planning and budgeting process. It defines cost and factors that affect cost behavior. Strategic and operational planning are discussed briefly and the planning and budgeting process is diagrammed. Cost analyses then are used to examine the cost effect of the alternatives.

University Planning and Budgeting: First Year Report. Denton, Texas: University Task Force on Planning and Budgeting, North Texas State University, August 1977, 112 pp. ED 153 532.

This document provides general background information on planning and budgeting, the university's mission, planning assumptions, instruction, research, public service, academic support, student services and other support programs. A good example of how one institution approached planning.

Weathersby, G. B, and Balderston, F. E. PPBS in Higher Education Planning and Management. Berkeley: University of California - Ford Foundation Program for Research in University Administration, May 1972, 113 pp., ED 081 390.

This early study of the role and purpose of PPBS includes an extensive bibliography for those interested in the background of this budgeting approach in government and education.

XI. STUDENTS

Boer, William J. "Long Range Planning: An Institutional Priority." Journal of the Indiana University Student Personnel Association, Spring 1979, 9 pp., ED 172 093.

This article discusses the importance of long-range planning in a period of decline. The role of the student personnel function in supporting the institutional mission is stressed.

Cohen, Robert D., and Jody, Ruth. Freshman Seminar: A New Orientation. Boulder, Colorado: Western Special Studies in Higher Education, 1978, 142 pp.

A fairly comprehensive guide for student personnel administrators and faculty members who want to reduce student attrition. Based on the experiences of Hunter College with its Freshman Seminar Program.

Folger, John K. "The Job Market for College Graduates," Journal of Higher Education, Vol. 43, No. 3, March 1972, pp. 203-222.

This is a discussion of the prediction of the market for college graduates.. The need to improve manpower planning models and our approach to implementing these plans is stressed and is relevant to the expected changes in the 1980's.

Sandeen, Arthur, and Goodale, Thomas. The Transfer Student: An Action Agenda for Higher Education. Gainesville, Florida: Institute of Higher Education, September 1976, 101 pp., ED 154 750.

This study includes a description of the problems of transfer students, program articulation, academic advising, admissions, and student services. It concludes with recommendations for institutional action useful in long-range planning.

Stark, Joan S., and associates. The Many Faces of Educational Consumerism. Lexington, Massachusetts: D.C. Heath and Company, 1977, 224 pp.

This book defines the concept of the student as an educational consumer. Views on who has the obligation to protect the student consumer are presented and ideas, impediments and progress in providing information to the student are provided.

XII. OTHER SOURCES

A. ERIC/Higher Education Clearinghouse reports have been published by the Publications Department, American Association for Higher Education since 1972. Many of these address topics relevant to long-range planning in higher education and include fairly extensive bibliographies so will be listed in order of publication with authors and ERIC numbers for those who want to access the microfiche documents.

1972 Series

1. Accountability in Higher Education by Kenneth Mortimer ED 058 465

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3. State Aid to Private Higher Education by Carol H. Shulman ED 062 962

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5. Who Benefits from Higher Education-and Who Should Pay? by Howard R. Bowen and Paul Servelle ED 066 141

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4. The Integration of Learning and Earning: Cooperative Education and Nontraditional Study by K. Patricia Cross ED 080 100

5. Comparative Higher Education by Philip G. Altbach ED 082 623

6. Goals for Higher Education: Definitions and Directions by David A. Trivett ED 082 698

7. Student Discipline Systems in Higher Education by Stanford Cazier ED 083 933

8. Employment of Nontenured Faculty: Some Implications of Roth and Sinderman by Carol H. Shulman ED 084 994

9. Urban Internships in Higher Education by Donald G. Zauderer ED 085 039

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4. Higher Education and the Steady State by Larry L. Leslie and Howard F. Miller, Jr. ED 091 965

5. The Personalized System of Instruction: An Educational Alternative by Robert S Ruskin ED 093 256

6. Faculty Workload: Facts, Myths and Commentary by Harold E. Yuker ED 095 756

7. Trends in Education for the Professions by G. Lester Anderson ED 096 889

8. Time Shortened Degrees by Charles W. Meinert ED 098 857

9. Private Colleges: Present Conditions and Future Prospects by Carol H. Shulman ED 098 888

10. College Trustees: A Question of Legitimacy by J. L. Zwingle and William V. Mayville ED 101 619

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1. Educational Auditing and Voluntary Institutional Accrediting by Fred F. Harcleroad and Frank G Dickey ED 102 989

2. Academic Credits for Prior Off-Campus Learning by David A. Trivett ED 105 796

3. Rationales for Experiential Education by Robert F. Sexton and Richard A. Ungerer ED 111 319

4. Federal Laws: Nondiscrimination and Faculty Employment by Carol H. Shulman ED 109 979

5. Emerging Sources of Student Influence by Samuel E. Kellams ED 114 027

6. Opportunity Programs for the Disadvantaged in Higher Education by Edmund W. Gordon ED 114 028

7. Competency Programs in Higher Education by David A. Trivett ED 118 023

8. Premises and Programs for a Learning Society by Carol H. Shulman ED 118 024

9. Conflict and Collective Bargaining by David W. Leslie ED 118 051

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1. Implications of Federal Education Policy by Clifton Conrad and Joseph Cosand ED 124 066

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10. Manpower Studies in Postsecondary Education by D. M. Norris, W. F. Lasher and F. S. Brandt ED 149 661

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5. Collective Bargaining in Four-Year Colleges by Barbara A. Lee ED 162 542

6. Compliance with Federal Regulations: At What Cost? by Carol H. Shulman ED 165 522

7. Lords, Squires, and Yoemen: Collegiate Middle, Managers and Their Organizations by Robert A. Scott ED 165 641

8. Designing and Evaluating Higher Education Curricula by Lynn Wood and Barbara Gross Davis ED 165 669

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4. The Three "R's" of the Eighties: Reduction, Retrenchment, and Reallocation by Kenneth P. Mortimer and Michael L. Tierney ED 172 642

5. Occupational Programs in Four-Year Colleges: Trends and Issues by Dale F. Campbell and Andrew S. Korim ED 176 645

6. Evaluation and Development of Administrators by Robert C. Nordvall ED 176 711

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8. Professional Education in the Eighties: Challenges and Response by Glenn F. Nyre and Kathryn C. Reilly ED 179 376

9. Adult Baccalaureate Programs by Marilou Denbo Eldred and Catherine Marienau ED 180 327

10. Survival Through Interdependence: Assessing the Cost and Benefits of Interinstitutional Cooperation by Lewis D. Patterson

1980 Series

1. Federal Influence on Higher Education Curricula by William V. Mayville

2. Program Evaluation by Charles E. Feasley

3. Liberal Education in Transition by Clifton F. Conrad and Jean C. Wyer

4. Adult Development: Implications for Higher Education by Rita Preszler Weathersby and Jill Mattuck Tarule

5. A Question of Quality: The Higher Education Ratings Game by Judith K. Lawrence and Kenneth C. Green

6. Accreditation: History, Process, and Problems by Fred F. Harcleroad

7. The Politics of Higher Education by Edward Hines

8. Student Retention Strategies: Implied and Actual by Oscar T. Lenning

9. Public Higher Education at the Crossroads: Low Tuition or Student Aid by Jacob Stampen

10. University Reform: An International Review by Philip Altbach

B. New Directions for Higher Education is one of a series of quarterly sourcebooks published by Jossey-Bass. Since many of the titles are relevant to long-range planning, a complete listing of the titles and authors/editors since 1973 are provided below:

New Directions for Higher Education
JB Lon Hefferlin, Editor-in-Chief

1973:
1. Facilitating Faculty Development, Mervin Freedman
2. Strategies for Budgeting, George Kaludis
3. Services for Students, Joseph Katz
4. Evaluating Learning and Teaching, Robert Pace

1974:
5. Encountering the Unionized University, Jack Schuster
6. Implementing Field Experience Education, Jack Duley
7. Avoiding Conflict in Faculty Personnel Practices, Richard Peairs
8. Improving Statewide Planning, James Wattenbarger, Louis Bender

1975:
9. Planning the Future of the Undergraduate College, Donald Trites
10. Individualizing Education by Learning Contracts, Neil Berte
11. Meeting Women's New Educational Needs, Clare Rose
12. Strategies for Significant Survival, Clifford Stewart, Thomas Harvey

1976:
13. Promoting Consumer Protection for Students, Joan Stark
14. Expanding Recurrent and Nonformal Education, David Harmon
15. A Comprehensive Approach to Institutional Development, William Bergquist, William Shoemaker
16. Improving Educational Outcomes, Oscar Lenning

1977:
17. Renewing and Evaluating Teaching, John Centra
18. Redefining Service, Research, and Teaching, Warren B. Martin
19. Managing Turbulence and Change, John Millett
20. Increasing Basic Skills by Developmental Studies, John Roueche

1978:
21. Marketing Higher Education, David W. Barton, Jr.
22. Developing and Evaluating Administrative Leadership, Charles F. Fisher
23. Admitting and Assisting Students after Bakke, Alexander W. Astin, Bruce Fuller, Kenneth C. Green
24. Institutional Renewal Through the Improvement of Teaching, Jerry G. Gaff

1979: 25. Assuring Access for the Handicapped, Martha Ross Redden
26. Assessing Financial Health, Carol Frances
27. Building Bridges to the Public, Louis T. Benezet, Frances W. Magunsson
28. Preparing for the New Decade, Larry W. Jones, Franz A. Nowotny

1980: 29. Educating Learners of All Ages, Elinor Greenberg, Kathleen M. O'Donnell, William Bergquist
30. Managing Facilities More Effectively, Harvey H. Kaiser

C. New Directions for Institutional Research is another of the quarterly sourcebooks published by Jossey-Bass which includes many titles of interest to long-range planners. Listed below are the titles and authors of each of these useful reference tools:

New Directions for Institutional Research
Marvin W. Peterson, Editor-in-Chief

1974: 1. Evaluating Institutions for Accountability, Howard Bowen
2. Assessing Faculty Effort, James Doi
3. Toward Affirmative Action, Lucy Sells
4. Organizing Nontraditional Study, Samuel Baskin

1975: 5. Evaluating Statewide Boards, Robert Berdahl
6. Assuring Academic Progress Without Growth, Allan Cartter
7. Responding to Changing Human Resource Needs, Paul Heist, Jonathan Warren

1976: 9. Assessing Computer-Based Systems Models, Thomas Mason
10. Examining Departmental Management, James Montgomery, James Smart
11. Allocating Resources Among Departments, Paul Dressel, Lou Anna Kimsey Simon
12. Benefiting from Interinstitutional Research, Marvin W. Peterson

1977: 13. Applying Analytic Methods to Planning and Management, David Hopkins, Roger Schroeder
14. Protecting Individual Rights to Privacy in Higher Education, Alton Taylor
15. Appraising Information Needs of Decision Makers, Carl Adams
16. Increasing the Public Accountability of Higher Education, John Folger

1978: 17. Analyzing and Constructing Cost, Meredith A. Gonyea
18. Employing Part-time Faculty, David Leslie
19. Using Goals in Research Planning, Robert H. Fenske
20. Evaluating Faculty Performance and Vitality, Wayne Kirschling

1979: 21. Developing a Total Marketing Plan, John A. Lucas
22. Examining New Trends in Administrative Computing, E. Michael Stamen
23. Professional Development for Institutional Research, Robert G. Cope
24. Planning Rational Retrenchment, Alfred L. Cooke

1980: 25. The Impact of Student Financial Aid on Institutions, Joe B. Henry
26. The Autonomy of Public Colleges, Paul L. Dressel
27. Academic Program Evaluation, Eugene C. Craven
28. Academic Planning for the 1980's, Richard B. Heydinger

C. Bibliographies

ERIC Higher Education Publications List - 1972-1978. Washington, D. C.: ERIC/Clearinghouse on Higher Education, March 1978, 41 pp.

This annotated bibliography provides a subject, author and title index of ERIC documents on higher education.

Halstead, D. Kent, editor. Higher Education Planning - A Bibliographic Handbook. Washington, D. C.: National Institute of Education, U.S. Department of Health, Education, and Welfare, U.S. Government Printing Office, 1979, 539 pp.

A comprehensive bibliography of topics on higher education planning. Topics include entries screened and recommended by experts in the field. Twenty-two topics are covered.

Morrow, Martha. Bibliography - Issues and Aspects of Planning. Charleston, Illinois: Eastern Illinois University, Office of Institutional Research and Planning, 1979, (Draft).

This bibliography was compiled during the 1979 academic year and includes documents from a variety of sources on various aspects of the planning process. Most are from the mid- to late 1970's.

Stamen, E. Michael. A Catalogue on Planning in Higher Education - Organizations, Periodicals, Bibliography. Halifax, Nova Scotia: Society for College and University Planning, January 1978, 35 pp., ED 154 661.

This bibliography includes a section on periodicals and organizations, general interest works (annotated), a bibliography by organization or publisher, miscellaneous sources, and a subject bibliography. Most of the references are from the early and middle 1970's and provide an excellent overview of the documents available from that era.

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